

Chapter 4. California State Military Reserve

Introduction:

The California State Military Reserve (CSMR) is an element of the organized Militia of California, authorized under the United States Constitution and the California Military and Veterans code (Chapter 3, Section 51, § 550-567). The CSMR serves as a force provider to all other components within the CMD as well as to the governor and to the State of California.

Background:

The California State Military Reserve is comprised of a command and major staff support elements, as a component of the California Military Department, located in Sacramento, and subordinate elements located throughout the State of California.

Vision:

A ready force, providing the highest quality support to the CA ARNG, the CA ANG, and the Joint Staff serving California

Mission:

The California State Military Reserve provides a trained and disciplined, ready force to The Adjutant General to support the California Army and Air National Guard and the Joint Staff, serving the community and the state.

Core Competencies:

To ensure the capability to meet the missions assigned, the CSMR must sustain four critical core competencies:

- Recruit, Train, and Retain Forces
- Support the Army, Air and Joint Staff
- Take care of CSMR Soldiers, Airmen, and their families
- Flexibility, Adaptability, and Continuity

Priority Issues:

The CSMR faces requirements and requests for support from components that may not have all the resources available to support mission requirements. The CSMR is therefore establishes priorities to allocate their resources including manpower, funding, space, time, and attention to support the highest of priorities of the California Military Department. The priority issues have been developed based on staff and command input, and reflect the key areas to which the department will focus attention on and to which this plan is addressed. The CSMR is a customer-based organization, the needs of the other components must first be made known and then the CSMR will provide requested resources to fill those needs. Because of this requirement, a more accurate listing of priorities will be developed or refined after the establishment of priority issues by the supported commands (CA ARNG, CA ANG, JFHQ, & CMD). Meetings will be

held with the supported components to ascertain these priorities and actions plans developed to fulfill those needs and gaps. Priority Issues will also be validated and updated, as necessary, annually.

The priority issues for the CSMR are:

- Support the Army, Air and Joint Staff in the fulfillment of their missions, goals and tasks.
- Recruit, Train, and Retain CSMR Forces
- Take care of CSMR soldiers, Airmen, and their families
- Re-organize/examine the CSMR to best support the missions, goals and tasks of the California Military Department.
- Flexibility, Adaptability, and Continuity

Goals – Where we will apply resources:

Goals represent specific outcomes that meet several criteria in addressing priority issues within the department. Goals include identification of a single responsible party, normally and Office of Primary Responsibility (OPR), clear indication of measurable outcomes and timelines, and can reasonably be expected to be achieved within the available resources. Goals are subject to updating as completed, and will be validated annually. Goals for the CSMR are outlined in Table 8 below:

| State Military Reserve Priority Issues & Organizational Goals: | |
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| CSMR Priority Issue – SUPPORT THE ARMY, AIR, & JOINT STAFF: | |
| 1. Integrate the CSMR into the Joint Operations of the California Military Department and the California National Guard. | |
| 2. Collect, preserve, and share the history of the California Military Department | |
| CSMR Priority Issue – RECRUIT, TRAIN, & RETAIN CSMR FORCES: | |
| 3. Recruit highest quality personnel | |
| 4. Train to highest professional standards | |
| 5. Personnel Management Systems | |
| 6. Administrative Management Systems | |
| 7. Logistical Management Systems | |
| 8. Retain quality personnel | |
| CSMR Priority Issue – TAKE CARE OF CSMR SOLDIERS, AIRMEN, & THEIR FAMILIES: | |
| 9. Family Support | |
| CSMR Priority Issue – REORGANIZE & EXAMINE THE CSMR TO BEST SUPPORT THE MISSIONS, GOALS & TASKS OF THE CALIFORNIA MILITARY DEPARTMENT: | |
| 10. Reorganize and examine the CSMR structure | |
| CSMR Priority Issue – FLEXIBILITY, ADAPTABILITY, & CONTINUITY: | |
| 11. Anticipate future needs | |

Table 8- Outline of CSMR Priority Issues & Organizational Goals

Action Plans – How we will apply resources:

Action Plans represent the specific tasks and responsibilities for accomplishing departmental goals. The action plans establish milestones, critical coordination requirements, any resourcing issues, and general information to allow tracking of progress. The OPR for the goal is responsible for completing and updating action plans. The action plans will be updated at a minimum annually, or more often, to meet the approved goals of the CSMR.

Action Plans are working documents within each directorate, and subject to updates and modifications due to progress on goals and unforeseen changes in external and internal environments. Each component or directorate will complete an action plan, using the suggested sample at the end of this document or a similar tool for each operational goal. Action plans, as working documents are not included in the formal strategic plan, but will be retained within the directorate and updated as needed to allow tracking and facilitate accomplishment of the goal.

Metrics - How we will assess our progress:

Each goal will include measurable metrics that allow tracking of progress. The tracking of metrics will allow the leadership to ensure progress on critical outcomes, evaluate the effectiveness of the expenditure of resources, and serve as the baseline for completing after-action reviews and modifications of the strategy based on documented reflection.

Maintaining currency of the plan:

The department strategy will be reviewed annually against several criteria. The purpose of the annual review is to ensure the plan remains current. Specific areas for consideration during the annual review include:

- **Have there been any changes in the internal or external environment?**
- **Have there been changes in resourcing that warrant re-programming or adjusting the strategy?**
- **What goals have been met or require change to remain valid?**
- **Have there been any missions, functions, or process changes that impact the current strategy?**

The approved plan remains in effect until updates or changes are staffed across the department, and changes are approved by the Commander, CSMR, and The Adjutant General (TAG).

Programmed Updates:

The CSMR will review and validate this plan annually. The review will be scheduled by the California State Military Reserve commander to coincide with the annual update of the departmental plan.

Un-programmed Updates:

In the event of unexpected changes in priorities, resources, or other conditions, the CSMR may submit for consideration, a recommended amendment or update to their section of the plan. Such updates must be coordinated with the other elements within the department and the Joint Staff. The J5 is designated coordinating and staffing responsibility for un-programmed updates.

Evaluation of Progress:

The milestones and key outcomes will be consolidated and maintained in a balanced scorecard format and briefed monthly at the Headquarters Update Brief.

Responsibilities:

- **The Adjutant General** is responsible for providing guidance and approving the overall strategy. In addition, once approved, TAG is responsible for the approval or denial of requested changes to the plan once approved.
- **Director, the Joint Staff** is responsible for coordinating the Joint Staff actions to support the CSMR accomplishment of both the development of, and the support of their strategy for the department.
- **The Commander, CSMR** is responsible for generating the strategy within the CSMR and the accomplishment of the approved plan. The commander is also responsible for conducting a monthly update of the progress on the plan, normally associated with their Headquarters Update Brief
- **Staff Directors** are responsible for recommending goals and developing action plans for each approved goal. In addition, staff directors are responsible for tracking progress and submitting status reports or updating the management system as needed.
- **Director, J5** is responsible for facilitating the strategic planning process and the implementation of the business management program to meet federal and state requirements. Also serves as the advisor to the executive leadership on strategic planning and management processes.

California State Military Reserve Priority Issues, Goals & Actions

| | CSMR Priority Issue: Support The Army, Air, & Joint Staff | Target Date: | OPR Dir |
|----------|--|-------------------------|--------------------|
| | | | |
| 1 | Organizational Goal: Integrate The CSMR into the Joint Operations of the California Military Department and the California National Guard | | |
| 1.1 | Determine the needs of the California Military Department and the California National Guard that can be fulfilled by the SMR following the re-organization of the California National Guard. | 09/01/09 | COS |

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| 1.2 | Collaborate with the Senior Leadership of the Supported Components to maximize required support and assistance provided by the CSMR | 06/01/09 | COS |
| 1.3 | Support the California Military Department and the California National Guard in achieving their organizational goals. | Ongoing | All |
| 2 | Organizational Goal: Collect, Preserve, and Share the History of The California Military | | |
| 2.1 | Develop and implement a unit history program for all CA ARNG deployed units | Ongoing | CO CMH |
| 2.2 | Develop and implement an oral history program for all CA ARNG units engaged in the global war on terrorism | Ongoing | CO CMH |
| 2.3 | Write and complete the history of the CSMR | 11/01/09 | CO CMH |
| 2.4 | Establish a baseline of Federal, State, Museum, and Museum Foundation property currently under the custodianship of the CMH | 11/01/09 | CO CMH |
| 2.5 | Properly account for, process, inventory, prepare for storage/display, secure and otherwise maintain historical weapons, equipment and other artifacts maintained under the custodianship of members of the CMH | Ongoing | CO CMH |
| | CSMR Priority Issue: Recruit, Train, & Retain CSMR Forces | | |
| 3 | Organizational Goal: Recruit the Highest Quality Personnel | | |
| 3.1 | Develop a recruiting plan to increase total strength | 09/01/09 | G1 |
| 3.2 | Develop a minority recruiting plan | 09/01/09 | G1 |
| 3.3 | Develop a recruiting plan for critical skills and positions | 09/01/09 | G1 |
| 4 | Organizational Goal: Train to the Highest Professional Standards | | |
| 4.1 | Develop a Joint Training Plan to build Joint Capability | 10/01/09 | G3 |
| 4.2 | Conduct an Annual Training period | 10/01/09 | G3 |
| 5 | Organizational Goal: Personnel Management System | | |
| 5.1 | Establish personnel management systems with criteria based on Army and NG standards | 12/31/09 | G1 |
| 6 | Organizational Goal: Administrative Management Systems | | |
| 6.1 | Update and rewrite all CSMR regulations | 12/31/09 | G1 |

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| 7 | Organizational Goal: Logistical Management Systems | | |
| 7.1 | Reconcile and update CSMR/State Property Books | 12/31/09 | G4 |
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| 8 | Organizational Goal: Retain Quality People | | |
| 8.1 | Conduct Exit Briefings with Soldiers separating from the CSMR to identify potential improvements | 08/01/09 | G1 |
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| | CSMR Priority Issue: Take Care Of CSMR Soldiers, Airmen, and their Families | | |
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| 9 | Organizational Goal: Family Support | | |
| 9.1 | Develop a CSMR Family Support Plan to support CSMR families during member activation and/or deployment | 12/31/09 | G5 |
| 9.2 | Develop a Spousal Alert Roster and Communications Plan | 08/01/09 | G5 |
| 9.3 | Develop other family programs to enhance retention of CSMR members | 12/31/09 | G5 |
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| | CSMR Priority Issue: Reorganize & Examine The CSMR to Best Support the Missions, Goals and Tasks of the California Military Department | | |
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| 10 | Organizational Goal: Reorganize and Examine The CSMR Structure. | | |
| 10.1 | Develop a CSMR Manning Document that meets the needs of the CNG. | 12/31/09 | G1 |
| 10.2 | Establish a G-7 on the CSMR Staff | 07/01/09 | COS |
| | CSMR Priority Issue: Flexibility, Adaptability, and Continuity | | |
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| 11 | Organizational Goal: Anticipate Future Needs | Ongoing | All |

Table 9- CSMR Priority Issues, Organizational Goals, and Operational Goals/Outcomes